

State Homeland Security Strategy (2008)

Alaska

Status: Approved by FEMA

Section 1 > Introduction

Purpose

Through this State Homeland Security Strategy (SHSS), the State of Alaska will improve its protection of the people of Alaska, its economy, and its culture. The State of Alaska will reduce the vulnerabilities to terrorist attacks, major disasters, or emergencies. This vital mission requires coordination, cooperation, and focused effort throughout the State, federal agencies (military and civilian), State agencies, local jurisdictions, tribal, private and non-profit organizations.

This strategy provides a blueprint for comprehensive, statewide, stakeholder-based planning for homeland security efforts. It also provides a strategic plan for the use of related federal, State, local, tribal, and private resources within the State before, during, and after threatened or actual domestic terrorist attacks, major disasters, and other emergencies.

The State has established and nurtured a shared commitment among federal, State, local, and tribal governments and the private sector in its efforts to strengthen the preparedness of the State. With such a commitment, we will continue to develop and improve our capabilities to deter, prevent, protect against, respond to, and recover from terrorist attacks, major disasters, and other emergencies.

The Statewide Homeland Security assessment completed in October 2003 by many local jurisdictions identified the need for comprehensive risk, capabilities, and needs assessments for each jurisdiction and State agencies. The results of the assessment provided an insight into the requirements of the State. This updated strategy will address the four Mission areas and reflect the eight National Priorities, and begin the process of evolving beyond terrorism, encompassing a broad range of other threats and hazards founded on a systems and capabilities based planning approach.

The State of Alaska will apply the resources available from the U.S. Department of Homeland Security (DHS) through the National Preparedness Directorate (NPD) to address the unique planning, equipment, training, and exercise needs required to build an enhanced and sustainable capacity to prevent, mitigate the effects of, respond to and recover from natural disasters or threats of terrorism. Additionally, the State will apply the multiple resources available from other federal fund sources, State General Funds and Interagency funds to address these issues.



State Homeland Security Strategy (2008)

Alaska

Status: Approved by FEMA

Vision

Through existing and emerging partnerships, provide the State of Alaska the highest level of security and domestic preparedness. The State of Alaska will engage federal, State, local, tribal, private and nongovernmental partners, and the general public to achieve and sustain risk-based target levels of capability to prevent, protect against, respond to, and recover from major events in order to minimize the impact on lives, property, and the economy.

With the vision in mind, the mission for Division of Homeland Security and Emergency Management (DHS&EM) is to protect the people, property, and economy of Alaska from all hazards and threats.

In addition to the vision, the State of Alaska has further categorized four unique strategic goals to support the above vision and mission.

1. Identify, analyze, and plan for all-hazards that threaten the State of Alaska.
2. Improve individual, community, and agency readiness for all threats.
3. Provide timely assistance to individuals, communities, and agencies in managing threat events.
4. Assist individuals, communities, private sector, and agencies in recovering from the effects of disasters.

Focus

This strategy focuses on significantly enhancing our capabilities to prevent, protect, respond, and recover from any act threatening the State of Alaska. The State has selected the following priorities for this Strategy from the National Target Capabilities List: Expand Regional Collaboration, Implement the National Incident Management System (NIMS) and National Response Framework (NRF) Plan, Implement the National Infrastructure Protection Plan, Strengthen Information Sharing and Collaboration Capabilities, Strengthen Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) Detection, Response, and Decontamination Capabilities, Strengthen Medical Surge and Mass Prophylaxis Capabilities, and Strengthen Planning and Citizen Preparedness Capabilities.



State Homeland Security Strategy (2008)

Alaska

Status: Approved by FEMA

Recognizing the eight National Priorities in the National Preparedness Guidelines (NPG), the State of Alaska extends the focus to two additional areas of integral value to protecting the public.

1. Expand and strengthen regional collaboration, and cooperation and coordination of resources to prevent, mitigate, respond to and recover from terrorism events or natural disasters.
2. Implement the National Incident Management System Compliance Assistance Support Tool (NIMSCAST) and continue building the key concepts of the National Response Framework statewide.
3. Focus resources to harden Critical Infrastructure and Key Resources (CI/KR) and implement the Interim National Infrastructure Protection Plan.
4. Strengthen and improve coordination of intelligence sharing among agencies.
5. Strengthen statewide interoperable communications capability and strengthen alert and warning systems capabilities statewide.
6. Strengthen CBRNE Detection, Response, and Decontamination capabilities Statewide.
7. Strengthen Medical Surge and Mass Prophylaxis capabilities statewide.
8. Strengthen the involvement of community members in emergency preparedness, planning, mitigation, response, and recovery statewide.

Coordination

The State of Alaska recognizes the need for a coordinated approach to homeland security and emergency management and therefore has combined those functions within one lead agency. This consolidation is the blueprint for the State's All-Hazards approach.

Through existing and newly formed partnerships, committees and workgroups, the State will continue to coordinate its activities with other governmental organizations, the private sector, and the public at-large. In this way, the State will leverage the effectiveness of its facilities, equipment, personnel, procedures, and communications. This "system of systems" approach enables levels of government to collaborate seamlessly in order to identify critical gaps, seams, overlaps and deficiencies. These coordination methods enable the State of Alaska and its partners to fill gaps and overcome deficiencies. The State will monitor and report on progress toward resolution. It will serve as both the leader and the facilitator to improve the level of preparedness and response for Alaska.

Effort

The State of Alaska participates and leads the following coordination groups that ensure the coordination of the strategy and assessment activities among



State Homeland Security Strategy (2008)

Alaska

Status: Approved by FEMA

emergency management agencies and disciplines.

The Senior Advisory Committee is a multi-agency and multi-discipline group with responsibility for furthering the State Homeland Security Strategy. This group has responsibility for review and update of the State Strategy.

The Governor's Homeland Security Executive Cabinet is composed of key State officials who provide recommendations to the Governor on State Strategies and Threat Procedures. This group also approves the Multi-Agency Homeland Security Grant Committee's allocations to State Agencies for Homeland Security Grants.

Alaska Homeland Security Workgroups include multi-agency, multi-discipline groups created to review and develop recommendations on local/State assessments, strategy reviews, and grant allocations.

The State Emergency Response Commission (SERC) by law is an all-hazards commission that provides coordination among State, Federal and local representatives on emergency management issues. The SERC Finance Sub-committee provides allocation recommendations on State funding for Local Emergency Planning Committees and Federal funding for Citizen Corps. The SERC also serves as the Statewide Citizen Corps which promotes regionalization and development of Citizen Corps Statewide.

Alaska Land Mobile Radio (ALMR) Executive Committee is made up of Federal, State and local representatives who focus on strategy development for Interoperable Communications. This Committee prioritizes equipment needs, and guidance on the transition between systems and advice on local interoperable communication plans to local jurisdictions and State agencies.

The Anti-Terrorism Advisory Council of Alaska (ATACA) is an interagency group that provides integrated, situational awareness and operational information, enabling coordinated local, tribal, State, and federal actions to prevent or mitigate threats and hazards with potential statewide impact. The Executive Committee, chaired jointly by the U.S. Attorney and the Alaska Adjutant General, coordinates the joint strategy for military, civilian, State, local organizations.

The Joint Coordination Group serves the ATACA Executive Committee as its operational planning and executive arm. The joint Coordination Group is innovative, multi-jurisdictional, and provides operational plans to prepare, prevent, and mitigate threats.

The Alaska Partnership for Infrastructure Protection (APIP) provides a forum for the public and private sector to share information and develop strategy for continuity of services, including energy, medical services and other vital sectors.



State Homeland Security Strategy (2008)

Alaska

Status: Approved by FEMA

The State Security and Vulnerability Assessment Team is a multi-discipline team that assesses and provides recommendations for protection of Critical Infrastructure and Key Resources (CI/KR). This team assists governmental and private sector Critical Infrastructure owners.

The Governor's Disaster Policy Cabinet provides recommendations on State Commitment levels, policy direction, and interagency coordination on response and recovery efforts following an emergency. Additionally, this Cabinet approves long term recovery projects.

The Statewide Communications Interoperability Plan (SCIP) is an interagency workgroup of public safety, emergency managers, community health and native organizations to provide an accurate statewide perspective to emergency communications.

The State Emergency Response Commission (SERC) by law is an all-hazards commission that provides coordination among State, Federal and local representatives on emergency management issues. The SERC Finance Sub-committee provides allocation recommendations on State funding for Local Emergency Planning Committees and Federal funding for Citizen Corps. The SERC also serves as the Statewide Citizen Corps which promotes regionalization and development of Citizen Corps Statewide.

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State Homeland Security Strategy (2008)

Alaska

Status: Approved by FEMA

The Governors Disaster Policy Cabinet (DPC) provides recommendations on State Commitment levels, policy direction, and interagency coordination on response and recovery efforts following an emergency. Additionally this Cabinet approves long term recovery projects.

Description of Jurisdictions

The Division of Homeland Security and Emergency Management (DHS&EM) invited 31 of Alaska's jurisdictions to perform individual assessments. These jurisdictions included 16 of the State's 17 boroughs and 15 of the cities that lie in the Unorganized Borough (the State's 17th Borough). These 31 jurisdictions contain 93 percent of the State's total population. Both the Alaska Homeland Security Workgroup and the Director of DHS&EM approved the selection of these jurisdictions.

Alaska, with 229 federally recognized tribes, is a unique State with respect to tribal issues. Native Alaskan tribes are unlike tribes in all other States. With the exception of Metlakatla Indian Tribe on Annette Island, these are not geographically defined, confined to reservations or co-located on government land. Without having distinct geographic bases, Alaska Native Tribes do not, in and of themselves, possess any Critical Infrastructure or potentially lucrative terrorist targets.

Many tribes have members living in numerous communities (even other States) and one community may have members affiliated with numerous tribes. All tribal members in Alaska are also members of the communities in which they reside. The only tribe in Alaska that lives on a federal reservation, Metlakatla (Annette Island Reserve), is one of the jurisdictions that completed an assessment. 71 percent of Alaska's Native population is included in the jurisdictions that participated in the assessment process.

Additionally, the most critical asset of the State of Alaska and the nation is the Trans-Alaska Pipeline System. This pipeline is a challenging piece of Critical Infrastructure to protect because it crosses the length of Alaska from north to south. The Pipeline is contained in three local jurisdictions and a large unorganized area that has no resources other than State and private assets for protection.

Description of Regions

The State of Alaska is currently developing a formalized regionalization system. Conceptually designed into seven regions, this planning and preparedness regionalization leverages existing natural transportation and economics hubs and emphasizes the need to formally collaborate.



State Homeland Security Strategy (2008)

Alaska

Status: Approved by FEMA

This priority seeks to standardize structures and processes for regional collaboration. A regional approach will enable preparedness and emergency management entities to collectively manage and coordinate activities for operations and preparedness consistently and effectively. As used in this document, a “region” refers to a geographic area consisting of contiguous local jurisdictions and unincorporated areas within the State of Alaska. Major events often have regional impact; therefore, prevention, protection, response, and recovery missions require extensive regional collaboration. It is vital to enhance efforts by federal, State, local, tribal entities, the private sector, nongovernmental organizations, and individual citizens to communicate and coordinate with one another. The intent is to identify geographic regions that work best for achieving and sustaining coordinated capabilities and mutual aid agreements. Emergency management stakeholders should foster regional groupings through outreach activities, training, exercises, planning, and mutual aid preparedness agreements. Formal arrangements among regional stakeholders and communities will enable the State, local, and tribal governments and other partners, to coordinate preparedness activities more effectively, spread costs, pool resources, disburse risk, and thereby increase the overall return on investment.

The State has 16 boroughs (roughly equivalent to counties) that cover approximately 38 percent of the land mass and 86 percent of the population. The remainder of the State is located in the “Unorganized Borough” which deals directly with DHS&EM for emergency management services. Most of the boroughs along the major road system, from Kenai Peninsula Borough north to the Fairbanks North Star Borough, have mutual aid agreements for first responders. The State has the authority to task boroughs to provide personnel and resources to other government entities in a State-declared disaster emergency. Cities and boroughs located next to military bases have mutual aid agreements between each other for first responders.

Alaska has long recognized the need for and advantage of collaboration. Vast areas of the State are owned by the federal government. Much of this and other lands are undeveloped or underdeveloped. Almost every conceivable event, natural or man-made, crosses jurisdictional lines and necessitates interagency planning and response. In recent years, the State of Alaska has established several innovative bodies and initiatives for statewide planning, exercises, coordination, preparedness, deterrence, and response.

The State of Alaska has established and tested mutual aid and assistance compacts among and between state, local, tribal, private and non-governmental partners. The scope of these compacts has expanding significantly to include pre-incident preparedness, especially planning, training, and exercises.

The State of Alaska is a signatory for the Pacific Northwest Emergency Management Arrangement, which is a mutual aid agreement between Alaska, Oregon, Idaho, Washington, the Province of British Columbia, and the Government of the Yukon Territory in Canada. This agreement is exercised periodically with joint exercises between Alaska and the Yukon Territory. DHS&EM routinely attends the annual emergency management conference in Whitehorse, Yukon Territory to brief their emergency management representatives. Recent homeland security initiatives to improve cross-border coordination and exercises are underway. Because Alaska is geographically separated from the rest of the United States, support from the “Lower 48” can



State Homeland Security Strategy (2008)

Alaska

Status: Approved by FEMA

take considerable time to arrive. The Federal Emergency Management Agency (FEMA) anticipates up to 72 hours before they can arrive and provide services in support of State and local response efforts. Other factors such as airport and port damage could further delay federal response efforts and exemplifies why this mutual aid agreement is critical to Alaska.

The State of Alaska is a member of the Emergency Management Assistance Compact (EMAC) between States and territories of the United States. During the 2004 hurricane response efforts in Florida, Alaska sent five State personnel to work with Florida emergency managers. Alaska is currently offering personnel to assist with Hurricane Katrina relief efforts in Louisiana and Mississippi both at the State and Federal level. Alaska will continue to work through the EMAC system to provide resources to other States and request resources if Alaska has a catastrophic disaster.

The State of Alaska recognizes the need for effective medical surge and mass prophylaxis capability and embraces a multi-discipline and multi-jurisdictional collaborative approach. These capabilities support integrated regional operational systems established in support of the expanded regional collaboration priority, and demonstrate effective integration among public health, healthcare services, and other appropriate disciplines such as emergency management, emergency medical services, etc.

The Alaska Shield/Northern Edge 2010 (AS/NE 10) exercise will test and demonstrate the effectiveness of these collaborative groups and interagency coordination. Building upon the efforts of the 2005 and 2007 Alaska Shield/Northern Edge exercise, the AS/NE 10 will focus on practicing the collaboration efforts based on the energy sector infrastructure protection. The State of Alaska has demonstrated the feasibility of a statewide common operating picture, interagency intelligence sharing, and interoperable communications. These exercises also address and plan for the long term recovery aspects of complex events.

The Statewide Hazardous Materials (HazMat) Working Group provides a regional approach to identifying HazMat Response equipment and training needs across Alaska. This group has been very effective at prioritizing resources, including grant allocations to meet the identified needs. One of those results has been the development of Statewide Regional HazMat Teams.

Finally, the State participates in the Western Regional State Administrative Agency Point of Contact Work Group along with the States of Washington, Idaho, Oregon, California, Colorado, Montana, and Hawaii. This working group shares best practices and solutions to region-wide problems regarding the administration of multiple Homeland Security grants.



State Homeland Security Strategy (2008)

Alaska

Status: Approved by FEMA

Section 2 > Goals, Objectives, and Implementation Steps

Goal: Enhancing Interoperable Communications within Alaska

Objective Analyze the emergency alert systems and Interoperable Communications throughout Alaska and implement pertinent recommendations.

National Priority: Strengthen Communications Capabilities

Step: Design more robust, survivable transmission methods for alert and bulletin communications to eliminate gaps and overlaps in alert and bulletin systems and communications.

Step: Include emergency alert testing into State, federal, and local exercises to increase the dissemination and decrease the notification time of alert and warning.

Objective Continue implementation and expansion of Alaska Land Mobile Radio (ALMR) System

National Priority: Strengthen Communications Capabilities

Step: Develop a Multi-Agency User Council to develop governance and Standard Operating Procedures for the tactical operations of the system.

Step: Implement transition plan of user agencies into the ALMR system.

Step: Achieve “beneficial use” designation for ALMR system.



State Homeland Security Strategy (2008)

Alaska

Status: Approved by FEMA

Step: Resolve frequency conflicts among current and potential users.

Step: Continue integration of ALMR into State, federal, local plans, and exercises, and training.

Objective Create joint communications training and exercise program.

National Priority: Strengthen Communications Capabilities

Step: Develop a network of Operations and Coordination Centers (December 2006)

Step: Conduct communications drills and checks throughout the network.

Step: Investigate exchange programs for duty/watch officers between member agencies.

Step: Increase the use of Communication Drills into exercises (September 2006).



State Homeland Security Strategy (2008)

Alaska

Status: Approved by FEMA

Goal: Strengthen Information and Intelligence Sharing

Objective Develop a network and procedures among local, tribal, State and Federal agencies, and private sector organizations for the dissemination of critical, time-sensitive intelligence among participants.

National Priority: Strengthen Information Sharing and Collaboration Capabilities

Step: Ensure key people in State and local governments are trained in information intelligence reporting.

Step: Analyze the integration of existing interagency information sharing processes into a statewide fusion center.

Step: Develop concept plan for Homeland Security Information Network (HSIN) State portal and implement recommendations.

Objective Improve interagency cooperation on intelligence information.

National Priority: Strengthen Information Sharing and Collaboration Capabilities

Step: Increase State and local participation with the Joint Terrorism Task Force (JTTF).

Step: Develop a common reporting schedule and standard reporting criteria for sharing intelligence among federal, State, local and private sector partners.

Step: Increase the use of intelligence in interagency exercises and workgroups.



State Homeland Security Strategy (2008)

Alaska

Status: Approved by FEMA

Objective Conduct exercises emphasizing intelligence and information sharing.

National Priority: Strengthen Information Sharing and Collaboration Capabilities

Step: Develop a joint-use master library of intelligence and information scenarios for use by federal, State, and local exercises.

Step: Assist state and local agencies with interpretation of intelligence and information from other agencies and sources.



State Homeland Security Strategy (2008)

Alaska

Status: Approved by FEMA

Goal: Strengthen and Build Regional Collaboration throughout Alaska

Objective Strengthen the role of the State Emergency Response Commission (SERC) in developing and recommending plans and policies.

National Priority: Expanded Regional Collaboration

Step: Providing training and guidance to SERC members on national and State policies.

Step: Provide Homeland Security and Emergency Management analytical and logistical support to SERC committees or members.

Objective Integrate Citizen Corps Councils into other security and emergency programs.

National Priority: Expanded Regional Collaboration

Step: Use Citizen Corps Councils in the development of public awareness and education campaigns.

Step: Develop exercise scenarios to provide for participation with Citizen Corps Councils for prevention, response, and recovery.

Step: Support the Citizen Corps Council's coordination and collaboration with the SERC.

Objective Increase communication and collaboration between State, Federal, and local and private sector partners



State Homeland Security Strategy (2008)

Alaska

Status: Approved by FEMA

National Priority: Expanded Regional Collaboration

Step: Establish an outreach program between and among State and local jurisdictions.

Step: Convene open house meetings and town hall meetings in key population centers in the State to provide outreach and collaboration on security and emergency issues.

Objective Analyze State and local all-hazard emergency operations plans for compatibility.

National Priority: Expanded Regional Collaboration

Step: Conduct joint State/local reviews of emergency operations plans for completeness within key population centers within the State.

Step: Provide technical assistance in developing mutual aid agreements between Federal, State, and local entities to ensure an all-hazards approach.



State Homeland Security Strategy (2008)

Alaska

Status: Approved by FEMA

Goal: Increase Capabilities in Incident Management through the Implementation of NIMS and NRF.

Objective Improve the dissemination and understanding of NIMSCAST/NRF within the State, local, and tribal agencies.

National Priority: Implement the NIMS and NRP

Step: Disseminate NIMSCAST/NRF guidance to local, tribal, and State agencies and organizations.

Step: Conduct and facilitate workshops and training on NIMSCAST/NRF to train first responders covering 80 percent of the States population.

Objective Achieve integration of NIMS/NRF into emergency plans.

National Priority: Implement the NIMS and NRP

Step: Review and analyze existing emergency plans to assess compatibility with NIMSCAST/NRF guidelines.

Step: Assist state and local agencies with the modification, development and review of plans for compatibility with NIMSCAST/NRF.

Objective Improve the abilities for State, tribal, and local governments to continue operations under all conditions.

National Priority: Implement the NIMS and NRP



State Homeland Security Strategy (2008)

Alaska

Status: Approved by FEMA

- Step:** Develop and distribute guidance and standards for continuity of government and operations.
- Step:** Conduct exercises with an emphasis on continuity of government and operations.
- Step:** Assist state and/or local agencies in the development of new plans for Continuity of Government Operations.



State Homeland Security Strategy (2008)

Alaska

Status: Approved by FEMA

Goal: Strengthen Capabilities to Manage Medical Surge and Mass Prophylaxis

Objective Ensure medical community has capability to handle Weapons of Mass Destruction (WMD) emergency conditions through cooperation and sharing of resources.

National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities

Step: Conduct joint assessment, in collaboration with State Division of Public Health and Alaska State Hospital and Nursing Home Association, of six hospital emergency response plans and mutual aid agreements among hospitals.

Step: In collaboration with the State Division of Public Health and Alaska State Hospital and Nursing Home Association, examine the compatibility of hospital emergency response plans with the emergency response plans of six local jurisdictions.

Objective Implement the State Mass Prophylaxis Plan to include logistical requirements.

National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities

Step: Using the State Mass Prophylaxis Plan as the basis, conduct a combination of six mass prophylaxis seminars, tabletop and functional exercises, one in each region of the State.

Step: Research and analyze the mass prophylaxis plans of four other States with international gateways and remote populations.



State Homeland Security Strategy (2008)

Alaska

Status: Approved by FEMA

Objective Stockpile pharmaceuticals, vaccines and medical supplies for response to an all-hazards event in coordination with our Metropolitan Medical Response System (MMRS).

National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities

Step: Perform a threat analysis to determine the most likely threat for region.

Step: Implement purchasing of pharmaceuticals, vaccines and medical supplies for the Regions.

Step: Collaborate through MMRS and Division of Public Health with the Alaska Native Tribal Health Consortium (ANTHC) to leverage their logistical capabilities using their current pharmaceutical supply network to purchase and stockpile the necessary pharmaceuticals, vaccines and medical supplies in regional hub sites.

Objective Implement the State Mass Casualty Protocols.

National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities

Step: Using the State Mass Casualty Protocols as the basis, conduct a combination of six (6) mass casualty seminars, tabletop and field exercises, one in each region of the State.

Step: Research and analyze the plans of four other States with remote populations and limited lines of communication.

NOTE: Through coordination and collaboration within our Senior Advisory Committee the following documents and their objectives are considered part of the State Homeland Security Strategy - Alaska Hospital and Nursing Home Association (HRSA) FY06 Work Plan, and the Division of Public Health's Center for Disease Control (CDC) FY06 Work Plan.



State Homeland Security Strategy (2008)

Alaska

Status: Approved by FEMA

Goal: Strengthen CBRNE (Chemical, Biological, Radiological, Nuclear, Explosive) Detection, Response and Decontamination capabilities

Objective Identify CBRNE detection, response, and decontamination capabilities within the State.

National Priority: Strengthen CBRNE Detection, Response, & Decontamination Capabilities

Step: Analyze existing CBRNE equipment and capabilities.

Step: Determine the need for additional CBRNE equipment capabilities.

Step: Identify personnel skill levels in detecting CBRNE events and determine training needs to improve the skills.

Step: Identify resources to address any shortfall in equipment, personnel and training.

Objective Increase the capability of response and decontamination of CBRNE events throughout the State.

National Priority: Strengthen CBRNE Detection, Response, & Decontamination Capabilities

Step: Further develop the newest HazMat team in southeast Alaska.

Step: Assist regional HazMat teams in identifying resources available to acquire needed equipment.

Step: Facilitate advanced HazMat training for Level-A teams.



State Homeland Security Strategy (2008)

Alaska

Status: Approved by FEMA

Step: Provide inter HazMat team exercises.

Objective Increase the capability CBRNE material detection.

National Priority: Strengthen CBRNE Detection, Response, & Decontamination Capabilities

Step: Assist detection agencies in locating resources available to acquire any needed additional equipment.

Step: Facilitate training for agencies responsible for CBRNE detection.

Step: Integrate detection scenarios into interagency and regional exercises.

Objective Increase first responder capabilities in identification of CBRNE events and initial actions.

National Priority: Strengthen CBRNE Detection, Response, & Decontamination Capabilities

Step: Identify CBRNE training needs of State and local agencies.

Step: Conduct training appropriate to the CBRNE needs of the communities.



State Homeland Security Strategy (2008)

Alaska

Status: Approved by FEMA

Goal: Implement the National Infrastructure Protection Plan

Objective Reduce the vulnerability of critical infrastructure and key resources.

National Priority: Implement the NIPP

Step: DHS&EM form combined Security Vulnerability Assessment/Hazard Analysis (SVA/HA) Teams to perform all-hazard assessments.

Step: SVA/HA Teams train to perform community SVA/HA assessments.

Step: SVA/HA Teams perform sixteen SVA/HAs. Eight (8) of the sixteen (16) assessments will be community assessments.

Step: SVA/HA Team members develop information and briefings on recommendations for *hardening* buildings and facilities that can be incorporated into architectural plans for new construction.

Objective Update the State of Alaska Critical Infrastructure and High Visibility Potential Targets list.

National Priority: Implement the NIPP

Step: DHS&EM, through a collaborative process that insures input from stakeholders, especially from the private sector, coordinate revision or validation of the current list.

Step: DHS&EM obtain DMVA approval of the revised list.



State Homeland Security Strategy (2008)

Alaska

Status: Approved by FEMA

Step: SVA/HA Team break the revised list into its discreet components.

Objective Implement the DHS Buffer Zone Protection Plan.

National Priority: Implement the NIPP

Step: DHS&EM close out the State's Buffer Zone Protection Grant.

Step: DHS&EM will take steps necessary to implement the next phase of Buffer Zone Protection Grants in accordance with the grant guidance, if required.

Step: Conduct three (3) exercises that include evaluation of Buffer Zone and their compatibility with local jurisdictions' emergency response plans.

Objective In partnership with Alaskan Command, continue to strengthen and extend the reach and influence of the Alaska Partnership for Infrastructure Protection (APIP).

National Priority: Implement the NIPP

Step: DHS&EM continues to co-chair APIP.

Step: DHS&EM continues to co-chair APIP sector subcommittees.

Step: DHS&EM staff continues to assist APIP with development of communications plans, Emergency Operation Center (EOC) plans, exercise scenario development, exercise conduct and training.



State Homeland Security Strategy (2008)

Alaska

Status: Approved by FEMA

Step: DHS&EM support travel of APIP members to Pacific Northwest Economic Region (PNWER) and Pacific Northwest Regional Emergency Management Assistance Compact (REMAC) exercises and meetings, as required.

Objective Develop a State strategy for the allocation of security forces to critical infrastructure sites when the threat level is increased or when an actual terrorist attack occurs somewhere in the State.

National Priority: Implement the NIPP

Step: DHS&EM inventory the available security forces in the State.

Step: DHS&EM and the Alaska Partnership for Infrastructure Protection (APIP), in coordination with the critical infrastructure owners/operators and force providers, develop a force allocation strategy.

Step: DHS&EM and APIP obtain Anti-Terrorism Advisory Council of Alaska (ATACA) Executive Committee approval of the force allocation strategy.

Step: DHS&EM incorporate the force allocation strategy in the next revision of the State of Alaska Emergency Operations Plan.

Objective Develop a coordinated plan for restoration of public utilities and services.

National Priority: Implement the NIPP

Step: DHS&EM and APIP continue to support infrastructure working groups in the development of sector assurance plans. Complete draft plans for energy, transportation, water and wastewater and communications.



State Homeland Security Strategy (2008)

Alaska

Status: Approved by FEMA

- Step:** DHS&EM and Alaskan Command expand APIP membership and influence to the Interior and Southeast Alaska.
- Step:** DHS&EM and Alaskan Command expand APIP's membership to include the banking and finance, chemical, commercial facilities and government facilities.
- Step:** DHS&EM and Alaskan Command continue to support APIP in the planning and execution of seminars and tabletop, functional and full-scale exercises that include Critical Infrastructure protection as part or all of the scenarios. Conduct/facilitate four exercises.



State Homeland Security Strategy (2008)

Alaska

Status: Approved by FEMA

Goal: Community Preparedness: Strengthening Planning and Citizen Capabilities

Objective Establish leadership support at the national, State, tribal, and local levels for Citizen Corps Councils.

National Priority: Strengthen Planning and Citizen Preparedness Capabilities

Step: DHS&EM will assign Preparedness staff to act as Citizen Corps Coordinator to oversee Citizen Corps grants and to facilitate citizen preparedness.

Step: The Citizen Corps Coordinator will provide ongoing supports to Citizen Corps at the local and regional levels to successfully prepare for and respond to threats and all-hazards including quarterly teleconferences bringing together local and regional Citizen Corps.

Objective Establish and maintain Citizen Corps Councils at State, tribal, and local levels.

National Priority: Strengthen Planning and Citizen Preparedness Capabilities

Step: DHS&EM will provide grants management and other supports designed to establish or maintain Citizen Corps at tribal and local levels.

Step: DHS&EM will use the SERC Workplan Sub-committee as an ongoing resource in the training and support of Citizen Corps.

Step: The Citizen Corps Sub-committee chairperson appointment will be confirmed by the SERC chairperson and report tri-annually on activities to the SERC.



State Homeland Security Strategy (2008)

Alaska

Status: Approved by FEMA

Objective Develop all-hazards preparedness requirements and a process to sustain citizen capabilities.

National Priority: Strengthen Planning and Citizen Preparedness Capabilities

Step: DHS&EM will ensure Citizen Corps Councils have meeting space and other essential resources at SERC meetings to develop preparedness requirements and sustainability.

Step: DHS&EM will work with Alaska's Citizen Corps Councils to ensure representation on the SERC All-Hazards Preparedness Sub-committee.

Step: DHS&EM will provide training and other support as necessary to assist Citizen Corps to further develop preparedness and an ongoing process to sustain citizen preparedness capabilities.



State Homeland Security Strategy (2008)

Alaska

Status: Approved by FEMA

Section 3 > Evaluation Plan

Evaluation Plan

With one exception, the State of Alaska, Department of Military and Veterans Affairs (DMVA) Division of Homeland Security and Emergency Management (DHS&EM) is the agency responsible for ensuring the accomplishment of the goals contained in this strategy. The single exception is the Goal “Strengthen Capabilities to Manage Medical Surge and Mass Prophylaxis.” Department of Health and Social Services, Division of Public Health (DPH) is the lead agency for the Goal. Of course, both agencies will not accomplish these goals alone; they rely extensively on the many State partners to the State’s Homeland Security Strategy.

Evaluation of progress toward achieving goals and objectives will be accomplished by

a State-level Senior Advisory Committee. The State of Alaska’s Committee will be composed of representatives from the agencies/organizations listed below. DHS&EM will provide a chairperson for the Committee.

Division of Homeland Security and Emergency Management (State Administrative Agency (SAA) and Emergency Management Director)
Division of Public Health (DPH) (Center for Disease Control (CDC) cooperative agreement)
Alaska State Hospital and Nursing Home Association (Health Resources & Services Administration (HRSA) cooperative agreements)
State Citizen Corps Program Coordinator
Department of Public Safety
Department of Transportation and Public Facilities
Department of Environmental Conservation
Department of Administration
Alaska National Guard
Alaska Municipal League Representative

The Strategy Goals and Objectives will be incorporated into other State guidance documents. This will include the State Annual Budget and Performance Measures, Department of Military and Veteran Affairs (DMVA) Strategic Plans, and associated reports. Therefore, measurement of the Strategy’s success will also be tracked through these guidance documents based on the following timelines, responsible parties, and mechanisms:



State Homeland Security Strategy (2008)

Alaska

Status: Approved by FEMA

- DHS&EM reports quarterly on major accomplishments and these reports are then used to develop our quarterly narratives for our Performance Measures.
- DHS&EM and DPH reports quarterly on Performance Measures through the State's Automated Budget System.
- DHS&EM and DPH report annually on significant accomplishments through the State's Automated Budget System.
- DHS&EM reports annually on measurement against the DMVA Strategic Plan available in hard copy.
- Above reports are available to Senior Advisory Committee for review biannually.

The State's Homeland Security Grants provided to jurisdictions or other State Agencies incorporate the State Homeland Security Strategy. Applicants are required to identify applicable Strategy Objectives for requests. Successful applications are then processed for sub-grant awards and Project Budget Details are tied directly to the Strategy Objective with timelines. Therefore, measurement of the Strategy's success will also be tracked through these sub-grant awards based on the following timelines, responsible parties, and mechanisms:

- DHS&EM project managers receive quarterly reports for all sub-grants with financial and project narrative accomplishment reports tied to the identified objective.
- DHS&EM project managers capture reporting information into the State grant database built to track and report various facets of these grants.
- DHS&EM project manager review and recommend to the SAA point of contact re-allocation or de-obligation of funds based on subgrantee performance in meeting the identified timelines and objectives.
- A summary of above reports are available to the Senior Advisory Committee for biannual review.

DHS&EM will convene a State Multi-Agency Homeland Security Workgroup biannually prior to the Senior Advisory Committee Meeting. This Workgroup will assess the above listed reports and produce a status report on known accomplishments toward achievement of Strategy Objectives.

DHS&EM will also re-energize the State Emergency Response Commission's (SERC) Planning Committee to be more actively involved in the review and evaluation of the Strategy. In addition, the SERC sub-committee will also be the body to distribute guidance to local communities for National Guidance's.

The Senior Advisory Committee will review the State Workgroup's status report to assess progress. The Committee will provide requests for additional information or clarification to DHS&EM. The Senior Advisory Committee will meet and discuss status of accomplishment of Strategy Objectives.

If one or more objectives may not be achieved, the Committee will discuss options for resolution. The Committee may determine additional assistance to the subgrantees is necessary, or an adjustment in State staffing is required, or a revision and amendment of the Objectives is necessary to meet the overall Goals of this Strategy. Committee actions are documented.



State Homeland Security Strategy (2008)

Alaska

Status: Approved by FEMA

If a revision or amendment of the Objectives is determined to be necessary the SAA will identify revised Goals and Objectives and report such changes to the DHS NPD the Biannual Strategy Implementation Report (BSIR). This report will earmark those Goals and Objectives which have been revised and provide new supporting information regarding their measurements and assigned completion dates. Additionally this report will also reflect successful achievement of Strategy Objectives.

